

**Ministry of
Tourism, Arts
and Culture**

**2018/19 – 2020/21
SERVICE PLAN**

February 2018



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Minister Accountability Statement



The *Ministry of Tourism, Arts and Culture 2018/19 - 2020/21 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

A handwritten signature in black ink that reads "Lisa Beare". The signature is fluid and cursive.

Honourable Lisa Beare
Minister of Tourism, Arts and Culture
February 5, 2018

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Purpose of the Ministry

The [Ministry of Tourism, Arts and Culture](#) brings together tourism, sport, arts, culture and multiculturalism programs and services to ensure that the people of British Columbia have the opportunity to reach their full potential. This structure contributes to B.C.'s tourism and creative sectors, prioritizes opportunities for participation in sport and the arts and supports and promotes an inclusive society for all B.C.'s diverse cultures and groups.

The Ministry oversees five Crown corporations including [Destination BC](#), the [BC Pavilion Corporation](#), the [Royal BC Museum](#), the [Knowledge Network](#) and the [BC Games Society](#). The Ministry also provides oversight to the [Office of the BC Athletic Commissioner](#). The Ministry works with the [BC Arts Council](#) to support cultural and artistic diversity in the province and with [viaSport](#) to engage and unify British Columbians through the power of sport.

Further, the Ministry works with [Creative BC](#) to expand and diversify British Columbia's creative industries, stimulate creation of good jobs and sustainable employment in the creative sector and promote B.C.'s creative content and production capabilities both at home and in the global marketplace.

The success of the Ministry depends on solid partnerships with First Nations and Indigenous organizations, local and provincial public sector organizations, regional and city destination marketing organizations, visitor centres, the network of not-for-profit organizations, small and medium-sized businesses, large corporations and all levels of government.

Delivery of the Ministry's mandate is guided by key legislation, including: the [Arts Council Act](#), the [Athletic Commissioner Act](#), the [Destination BC Corp. Act](#), B.C.'s [Multiculturalism Act](#), the [Museum Act](#), the [Pacific National Exhibition Enabling and Validating Act](#), the [Pacific National Exhibition Incorporation Act](#) and the [Tourism Act](#).

Strategic Direction and Alignment with Government Priorities

The Mandate Letter for the Ministry of Tourism, Arts and Culture outlines key expectations for the Ministry, including championing tourism as a job creator throughout British Columbia, expanding tourism-marketing efforts internationally and working with the Minister of Jobs, Trade and Technology to ensure British Columbia's tourism sector is represented on trade missions.

Other Mandate Letter priorities include increasing investment to both the BC Arts Council and Creative BC, establishing an arts infrastructure fund, ensuring that B.C. film and TV makers get their fair share of federal investments and working with the Minister of Finance to expand B.C.'s film labour tax credit to include B.C. writers.

The letter also directs the Minister to work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres and arts and culture spaces. Finally, the letter emphasizes the importance of moving forward on the Calls to Action of the Truth and Reconciliation Commission and reviewing

policies, programs and legislation to determine how to bring the principles of the United Nations Declaration on the Rights of Indigenous Peoples into action in British Columbia.

The Ministry is aligned with the Government’s key priorities:

Government Priorities	Ministry of Tourism, Arts and Culture Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Doubling the Province’s investment in the BC Arts Council over four years (Strategy under Objective 2.1)
Delivering the services people count on	<ul style="list-style-type: none"> • Fostering a creative sector that is dynamic, sustainable and reaches its full social and economic potential (Goal 2) • Ensuring British Columbians from every background have the opportunity to participate in sport and reach their full potential (Objective 3.1)
A strong, sustainable economy	<ul style="list-style-type: none"> • Promoting a tourism sector that delivers lasting economic and social benefits to British Columbia (Goal 1) • Implementing initiatives to grow B.C.’s creative sector and workforce (Objective 2.2)

Strategic Context

A number of factors are expected to affect the Ministry’s operations during the 2018/19-2020/21 period. The most significant of these are:

- Expectations of continued growth in the tourism sector and, in particular, in the fast-growing Indigenous cultural tourism sector.
- Recovery of the tourism sector in areas of the province affected by wildfires and other hazards.
- Strong growth in the film and television sectors, due largely to a favourable exchange rate and a highly skilled workforce.
- Supporting the arts and culture sector to explicitly address equity issues, equal access and diversity within public programs and services by reducing barriers and encouraging inclusive participation.
- Challenges and opportunities for the arts, culture and creative sectors related to rapid technological change, digital media and the knowledge economy and resultant impact on access, production, dissemination, audiences and copyright.
- Pressures on the working conditions of artists, cultural producers and arts/culture organizations due to rising costs of living, low levels of compensation, limited access to space for the creation and presentation of arts, organizational capacity pressures and the “gig economy.”
- The cultural identity of British Columbia is unique and diverse, drawing from many different narratives and is appealing to an international audience.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the Ministry's goals and objectives for the 2018/19-2020/21 fiscal years and identifies key strategies the Ministry intends to pursue to achieve them. Over the next three years, the Ministry will work towards achieving the following outcomes:

- Goal 1: A tourism sector that delivers lasting economic and social benefits to British Columbia
- Goal 2: A creative sector that is dynamic, sustainable and reaches its full social and economic potential
- Goal 3: A sport sector that maximizes the power of sport in communities across the province
- Goal 4: A society that values and embraces diversity and inclusion across all sectors

Goal 1: A tourism sector that delivers lasting economic and social benefits to British Columbia

Tourism is a key sector of B.C.'s economy, contributing more than \$7 billion a year in provincial GDP with the potential for even further growth. B.C.'s international reputation for our natural beauty and recreation opportunities are the foundation to sustained success. B.C. tourism businesses attract people from around the world to our province, and bring jobs and economic growth to our communities. Tourism presents an opportunity for reconciliation and economic development in Indigenous communities. Our existing markets are strong, and there are significant opportunities to further grow our international tourism markets. The Ministry is focused on delivering programs and services that enable a sustainable and resilient tourism economy in all parts of the province.

Objective 1.1: Work to ensure B.C.'s tourism sector is sustainable and globally competitive

Key Strategies:

- Seek targeted industry input on Government's tourism priorities.
- Create and implement a new tourism strategy for British Columbia to refocus Government's tourism priorities.
- Work with Destination British Columbia to expand tourism marketing efforts internationally, to implement a province-wide Destination Development program to help guide tourism development and enhance the visitor experience and to continue work with the tourism industry to mitigate impacts of the 2017 wildfires.
- Work with Indigenous organizations to support Indigenous tourism experience businesses that create jobs and opportunities for people across the province.
- Work with the tourism industry and the applicable Government ministries to address tourism-related workforce challenges and champion tourism as a job creator.
- Work with the federal, provincial and territorial governments to improve tourism affordability, access and amenities.
- Work with the Minister of Jobs, Trade and Technology to ensure that representatives of B.C.'s tourism sectors are included on trade missions.

- Support events with high tourism value that attract Canadian and international travelers, generate national or international profile and create economic activity in communities across B.C. through Tourism Events Program funding.
- Support British Columbia’s resort municipalities in building and enhancing tourism infrastructure and programming to ensure they are competitive resort destinations.

Performance Measure	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.1 Provincial tourism revenue growth ¹	7.9% ²	5%	5%	5%	5%

¹ Data Source: Provincial tourism revenues are estimated by BC Stats based on data on revenues of B.C. tourism businesses. This measure is calculated on a calendar year basis. For example, the 2016/17 actual is based on the period from January 1, 2016 to December 31, 2016.

² The 2016/17 actual exceeded projections due to significant increases in the volume of visitors from the United States and overseas markets and increases in spending on accommodations, restaurants, retail and tourism services.

Linking Performance Measures to Objectives:

- 1.1 Measuring the rate of growth of provincial tourism revenues over time is a fundamental economic measure and can serve as an indicator of competitiveness when compared with the growth rates of other economic sectors or tourism revenue growth in other jurisdictions.

Discussion:

Provincial tourism revenue growth is a key measure for tracking the health and growth of the tourism industry. Provincial investments in the tourism sector and cross-government collaboration led by the Ministry, has contributed to 37.3 per cent growth in revenue between 2005 and 2015. While growth rates are affected by many factors beyond the Ministry’s scope of influence (e.g. exchange rates, international security policies, ease of air travel, the global economy, etc.); the Province continues to drive growth in an effort to achieve a five per cent annual growth target. While this target is ambitious it is realistic given historical trends.

Goal 2: A creative sector that is dynamic, sustainable and reaches its full social and economic potential

In addition to making our communities more interesting, vibrant and diverse, B.C. artists and creative producers contribute nearly \$7 billion to the provincial economy with the film, television and digital media sector becoming an increasingly significant economic driver and employer. Building on our province’s strengths, the Ministry will work to make B.C. a global leader across the province’s creative ecosystem, including arts and culture, film and television, digital media, publishing and music and sound recording.

Objective 2.1: British Columbia’s arts and culture sector is vibrant, resilient and recognized for creative development

This new objective reflects the Province’s arts and cultural investment priorities by supporting the creation, dissemination and enjoyment of arts and culture as a foundation of diverse, resilient and

vibrant communities. A new performance measure tracks grant funding distributed through the BC Arts Council and demonstrates the Province’s intention to broaden and deepen the funding support to the sector. The data will be tracked by the BC Arts Council program staff, and the measure will be included in the 2019/20 Ministry Service Plan.

Key Strategies:

- Double the Province’s investment in the BC Arts Council over four years.
- Support the sustainability and creative development of the arts and culture sector throughout the province by increased investment in artistic exploration, capacity development and strengthening the network of arts and culture organizations through programs offered by the BC Arts Council.
- Support the vibrancy of Indigenous communities and artists in B.C. through partnerships and capacity development in a culturally sensitive manner.
- Integrate principles of equity, diversity and access throughout all funding programs and policies to ensure fair and equal access to cultural production and enjoyment.
- Strengthen cultural engagement by increasing opportunities for British Columbians to participate in the arts, while recognizing the unique needs of regional and remote communities.
- Create opportunities for the arts and culture sector to access new markets, including showcasing artists internationally to support success in the province’s trade and tourism strategies.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.1 Number of BC Arts Council Grants awarded ¹	1400	1600	Maintain or Exceed	Maintain or Exceed

¹ Data Source: BC Arts Council tracking system and third party delivery partners’ reports. This performance measure replaces the previous performance measure “Number of career development opportunities provided.”

Linking Performance Measures to Objectives:

2.1 This performance measure is directly tied to the doubling of the BC Arts Council budget over four years. An increase in the number of total grants distributed will impact the vibrancy, resilience and creative development within the arts sector across the province by fostering increased diversity and sustainability for artists and arts organizations.

Discussion:

Government is committed to supporting B.C. artists and cultural organizations through doubling the Province’s investment in the BC Arts Council over four years and investing in an arts infrastructure fund. This will provide further scaffolding for sector development, sustainability for artists and organizations and more opportunities for British Columbians to engage with and participate in arts and cultural experiences.

Objective 2.2: Implement initiatives to grow B.C.’s creative sector and workforce

Investment is a key contributor to economic growth. Through annual funding to Creative BC, the Province’s lead agency for the creative sector, the Ministry supports B.C.-originated film and television content development, the expansion of digital and market access programs, the attraction of skilled workers to sustainable creative sector jobs and an expanding client base in publishing, music and interactive content development.

Key Strategies:

- Increase investments in Creative BC to support B.C. musicians, publishers, authors, artists, digital media, indigenous storytellers and the film and TV industries.
- Ensure B.C. film and TV makers get their fair share of federal investments from Telefilm, and other federal government programs.
- Work with the Minister of Finance to expand B.C.’s film labour tax credit to include B.C. writers.
- Work with Creative BC and the motion picture industry on a labour market partnership initiative to identify training and human resource development needs across the sector.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.2 Value of annual motion picture production expenditures in British Columbia ¹	\$2.6B	\$2.6B	Maintain or improve	Maintain or improve

¹ Data Source: Creative BC.

Linking Performance Measures to Objectives:

2.2 This measure reflects the cumulative effect of the Province’s investment in the domestic creation of intellectual property (IP), market expansion, regional and provincial file commissions and funding through Creative BC to support growth areas such as music production and interactive content development. These investments in turn generate the products required to compete for federal funding, and to support talent attraction and development; all key to growing the creative sector.

Discussion:

This measure serves as an indicator of the Province’s broader success in maintaining its position as a world-class centre for all types of creative sector production. Strong competition from other jurisdictions makes this progress significant.

The sector as a whole creates sustainable jobs and brings revenue to many communities across British Columbia. Estimates show that motion picture production expenditures contributed over \$2.6 billion to the provincial economy in 2016/17. Closely tied to this success are the \$2.3 billion in sales also generated by B.C.’s interactive and digital media industry, an important component of the Province’s technology cluster.

The Province’s investments into the sector, including support for the development of domestic productions and their entry into foreign markets, are key to B.C.’s progress in growing the creative sector into an intellectual property economy, generating longer term returns to the Province.

Goal 3: A sport sector that maximizes the power of sport in communities across the province

Sport provides important health and social benefits for individuals, helps improve the quality of life in our communities and provides tourism and economic development opportunities for our province. Sport also presents an important opportunity for reconciliation with Indigenous peoples across British Columbia. The Ministry is focused on ensuring that the positive outcomes of sport benefit British Columbians in communities across the province.

Objective 3.1: Ensure British Columbians from every background have the opportunity to participate in sport and reach their full potential

The Parliamentary Secretary for Multiculturalism and Sport has been directed to consult with B.C.’s amateur and recreational sport organizations to identify strategies to expand access to sports and support for amateur and recreational sport activities. Once this consultation process is complete, the Ministry will work with the sport sector to identify performance measures. In the meantime, the Ministry will continue to use the national team membership performance measure.

Key Strategies:

- Consult with B.C.’s amateur and recreational sport organizations to identify strategies to expand access to sports and support for amateur and recreational sport activities.
- Adopt and implement Sport Calls to Action of the Truth and Reconciliation Commission.
- Work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds and local community centres.
- Support B.C. athletes, coaches and officials as they progress and pursue excellence at higher levels of competition (e.g. BC Games, Canada Games, Olympic and Paralympic Games and other major events).

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1 Percentage of B.C. athletes on national teams ¹	34%	30%	30%	30%

¹ Data Source: Canadian Sport Institute Pacific (as of January 2018). National teams include those athletes who represent Canada at events such as Olympic, Paralympic, or Commonwealth Games and/or World Championships or who are supported through the [Sport Canada Athlete Assistance Program](#) (AAP) in the current year. Sports included in the measure are those that have been targeted for enhanced performance support funding. Twenty-four such sports were included in the measure in 2017/18.

Linking Performance Measures to Objectives:

- 3.1 This measure reflects the health of B.C.'s sport system—including its organizations, coaches, athlete development programs and facilities—and the value of the province's investment in the system. A strong sport system provides opportunities for individuals to participate and achieve.

Discussion:

More than 34 per cent of national team members are B.C. athletes—more than double B.C.'s share of Canada's population (13 per cent). This represents the effectiveness of B.C.'s sport system in supporting our athletes to excel. This performance measure target has been increased from the "greater than 25 per cent" benchmark set in previous service plans to 30 per cent as this standard has consistently been exceeded since initially established. The Ministry also monitors indicators such as provincial sport organization membership, physical activity levels, Team BC / Aboriginal Team BC success and data associated with funded initiatives such as the After School Sport and Arts Initiative, KidSport BC and the BC Sport Participation Program. As well, to support the Calls to Action of the Truth and Reconciliation Commission, the Parliamentary Secretary will consult and work with the Indigenous Sport, Physical Activity and Recreation Council to increase access and opportunities for Indigenous people to participate and achieve in sport, and promote cross-cultural awareness and understanding.

Objective 3.2: Expand tourism through hosting sport events

The number and scope of sport events that British Columbia is able to attract or deliver in any given year is impacted by various factors including timing (e.g. international federations wishing to rotate events in different regions), other events being hosted provincially or locally, high franchise fees and intense global competition. This makes it challenging to develop metrics that are consistent over time. The Ministry will, however, monitor and report out on its return on investment for those events that commission economic impact assessments as well as regional distribution of event funding.

Key Strategies:

- Invest in hosting opportunities that help develop local economies through regional, national and international tourism. Examples of supported events will include the 2018 Scottie's Tournament of Hearts in Penticton (curling), 2019 World Para-Nordic Skiing Championships in Prince George and the 2019 IIHF World Junior Hockey Championship in Vancouver and Victoria.
- Provide oversight to the BC Athletic Commissioner, an independent office that regulates the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and Pankration events throughout British Columbia.
- Support the Tourism Events Program and key stakeholders to evaluate the impact of events coming to B.C. and ensure Provincial support reflects the expected impact of the event.
- Work with the BC Pavilion Corporation (PavCo) to execute sales and marketing initiatives to attract high profile events to BC Place Stadium and the Vancouver Convention Centre that will optimize economic benefit for British Columbians.

Discussion:

Through bid solicitations and identification of opportunities through sport event hosting programs (i.e. Hosting BC and major sporting events) and other means, the Parliamentary Secretary will assist the Minister to identify opportunities to expand tourism through hosting sport events. Such opportunities may also include leveraging the Ministry's investment in sport events by linking them to other tourism, arts and culture events and activities in order to encourage visitors to stay longer or make return visits.

Goal 4: A society that values and embraces diversity and inclusion across all sectors

British Columbia is the most ethnically diverse province in the country, and is also home to 198 of the 630 First Nations in Canada, in addition to vibrant urban Indigenous communities. British Columbians are increasingly aware, positive and proactive around diversity and inclusion issues for all multicultural and other equity groups, recognizing that our strength is in our diversity. Work is underway to create a new multiculturalism strategy that will further reflect and guide this important vision for a more inclusive society. The province-wide engagement to relaunch B.C.'s Human Rights Commission will also further human rights awareness and diversity and inclusion work, as will shifting generational perspectives.

Objective 4.1: Celebrate B.C.'s rich diversity as a source of innovation and global networking

Research supports that more diverse teams are more creative and innovative, a strength B.C. can leverage at a time of rapid global development, emerging disruptive technologies and new business models across all sectors. B.C. is positioned well not only as the gateway to Asia Pacific trading partners, but to a rich, global network facilitated by our strong cultural diversity as the most ethnically diverse province in Canada. A society that embraces diversity and inclusion is also an increasingly strong factor in the draw to B.C. as a welcoming and engaging work destination, helping B.C. to attract top global talent. Our diversity also reinforces our desirability as a safe travel destination with incomparable tourism experiences such as Indigenous and eco-tourism, which continues to grow.

Key Strategies:

- Assist in the development of our strong multicultural identity as a province and create greater opportunities to profile the positive socio-economic impacts of multiculturalism.
- Facilitate the development of partnerships and relationships across B.C.'s multicultural communities. Support cross-cultural and cross-group collaboration on events and opportunities.
- Assist in capacity-building across B.C. through the development and recognition of leaders in multiculturalism, anti-racism, anti-hate and diversity and inclusion.
- Support the development of the concept for a B.C. Chinese History Museum in Vancouver.

Objective 4.2: Collaborate with communities and partners to challenge racism, discrimination, hate and other barriers to inclusivity

Feeling safe and welcome where you live is a fundamental human right. In B.C., there is no place for hate. British Columbia’s successful Organizing Against Racism and Hate (OARH) program continues to grow its community members to respond to incidents of racism and hate, and to create proactive education opportunities. Through our work across many fronts, including promoting multiculturalism, re-establishing the Human Rights Commission through the Attorney General, working in a spirit of reconciliation with Indigenous communities and people to answer the Truth and Reconciliation Calls to Action and challenging racism and hate in all forms, we are moving together toward a better B.C.

Key Strategies:

- Develop a robust new provincial strategy that supports a strong vision of inclusion, with a focus on embracing multiculturalism, promoting diversity and inclusion and challenging racism and hate in all forms.
- Uphold and fulfil the objectives established in the B.C. *Multiculturalism Act*, including an innovative new approach to developing the annual Report on Multiculturalism to the Minister.
- Provide support to B.C. communities to deliver locally-led anti-racism and anti-hate projects.
- Promote awareness and understanding of cultural diversity in B.C. through public education, including online resources and community events.
- Promote the use of inclusive language.
- Promote the creation of inclusive, revisionist history such as the book *Celebration: Chinese Canadian Legacies in British Columbia* which the Ministry will publish as part of the completion of B.C.’s Chinese Legacy projects resulting from the May 15, 2014 apology to the province’s Chinese community for historical wrongs.
- Support the Truth and Reconciliation Commission’s Calls to Action and the United Nations Declaration of the Rights of Indigenous People, seeking opportunities to support the dialogue and actions needed to create the conditions for reconciliation with Indigenous people.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.2 Number of communities who have completed their annual deliverables to be an active member of the Organizing Against Racism and Hate network ¹	36	40	44	48

¹ Data Source: Ministry of Tourism, Arts and Culture.

Linking Performance Measures to Objectives:

- 4.2 By increasing the number of communities in the Organizing Against Racism and Hate (OARH) network, we are supporting more public education essential to a more inclusive society.

Discussion:

The Ministry is responsible for the *Multiculturalism Act*, which includes a policy directive to “reaffirm that violence, hatred and discrimination on the basis of race, cultural heritage, religion, ethnicity, ancestry or place of origin have no place in the society of British Columbia” and “work towards building a society in British Columbia free from all forms of racism and from conflict and discrimination based on race, cultural heritage, religion, ethnicity, ancestry and place of origin.”

The [Organizing Against Racism and Hate](#) (OARH) network helps government implement that policy directive through a community partnership approach, which strives towards local solutions for local incidents. This approach allows communities to be prepared to address a racially motivated incident if and when it occurs, and before it becomes a major issue.

The OARH community membership ensures that B.C. communities are able to identify and respond to incidents of racism and hate. Therefore, increasing the number of communities involved in OARH strengthens British Columbia’s overall ability to foster a society “in which there are no impediments to the full and free participation of all British Columbians in the economic, social, cultural and political life of British Columbia.”

Active members of OARH are required to hold regular community partnership meetings, monitor and record reported acts of racism and have an established critical incident response protocol for racism and hate as well as a working relationship with the local police force.

Resource Summary

Core Business Area	2017/18 Restated Estimates ¹	2018/19 Estimates	2019/20 Plan	2020/21 Plan
Operating Expenses (\$000)				
Sport	21,372	21,391	21,400	21,400
Tourism, Creative Sector, Arts and Culture	30,461	36,542	36,616	36,616
Multiculturalism	2,269	2,276	2,289	2,289
Transfers to Crown Corporations and Agencies	78,540	79,281	79,428	79,428
Executive and Support Services	1,190	1,191	1,191	1,191
BC Arts and Cultural Endowment Special Account	2,500	2,500	2,500	2,500
Physical Fitness and Amateur Sports Fund	1,700	1,200	1,200	1,200
Total	138,032	144,381	144,624	144,624
Ministry Capital Expenditures (Consolidated Revenue Fund) (\$000)				
Executive and Support Services	1	1	1	1
Total	1	1	1	1
Capital Plan (\$000)				
BC Pavilion Corporation Capital Fund	15,238	14,836	10,000	10,000
Total	15,238	14,836	10,000	10,000

¹ For comparative purposes, amounts shown for 2017/18 have been restated to be consistent with the presentation of the 2018/19 Estimates.

* Further information on program funding and vote recoveries is available in the [Estimates and Supplement to the Estimates](#).

Appendix A: Ministry Contact Information

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Further information on the various programs and services provided by the Ministry of Tourism, Arts and Culture can be found at www.gov.bc.ca/tac.

To contact a specific person or program in the Ministry of Tourism, Arts and Culture, please refer to the [B.C. Government Directory](#).